DOCUMENT RESUME

ED 340 301 HE 025 152

AUTHOR Whalen, Edward L.
TITLE Responsibility Center Budgeting: An Approach to Decentralized Management for Institutions of Higher Education.
REPORT NO ISBN-0-253-36480-9
PUB DATE 91
NOTE 204p.
AVAILABLE FROM Indiana University Press, Publicity Dept., 601 N. Morton St., Bloomington, IN 47404 ($22.50).
PUB TYPE Books (010) -- Guides - Non-Classroom Use (055)

EDRS PRICE Document Not Available from EDRS.
DESCRIPTORS *Budgeting; *College Administration; *Decentralization; Educational Finance; Higher Education; Money Management
IDENTIFIERS *Indiana University; *Responsibility Center Budgeting; University of Southern California

ABSTRACT

This book offers a description of responsibility center budgeting, a management tool for fiscal and academic management at institutions of higher education, through a description of implementing this approach at Indiana University, a process that began in 1987. Responsibility center budgeting is based on three principles: (1) all costs and income attributable to each school and other academic unit should be assigned to that unit; (2) appropriate incentives should exist for each academic unit to increase income and reduce costs to further a clear set of academic priorities; and (3) all costs of other units, such as the library or student counseling, should be allocated to the academic units. The book's 11 chapters have the following titles: "When It All Started," "Principles of Responsibility Center Budgeting," "Defining Responsibility Centers," "Attribution of Income," "Allocation of Costs to Responsibility Centers," "Determining Total Costs," "Bringing Income and Expenditure Together," "Implementation," "Budget Construction Under Responsibility Center Budgeting," "Outcomes and Opportunities," and "Care and Feeding of the Monster." An appendix treats the determining of total costs. An afterword by John R. Curry describes the implementation of the same approach since 1982 at the University of Southern California. Included are an index, 56 tables and 16 references. (JB)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****